



Town of Bridgewater

Town Council

March 11, 2025

7:00 PM

66 Central Square

Academy Building

Council Chambers/2nd Floor

The Town Council meeting is being streamed Live via You Tube.

Go to the Town of Bridgewater Facebook Page for the link.

MEETING AGENDA

- A. Call to Order**
- B. Town Manager Candidate Interviews**
 - a) 7:00pm: Justin Casanova-Davis
 - b) 8:00pm: Keith Hickey
- C. Adjournment**

JUSTIN CASANOVA-DAVIS

Whitman, MA 02382 •

January 18, 2025

Dear Search Committee:

I am applying for the Town Manager position because I believe this is a premier job opportunity that becomes available irregularly. As a resident of nearby Whitman, I have kept abreast of the community. I know that Bridgewater is a vibrant community with many significant ongoing projects that present exciting opportunities and challenges for the right type of leadership to help this community move forward. This position directly aligns with my skills and work experience, and I believe if I have the opportunity to meet with you, I will be able to demonstrate that I have the collaborative and transparent leadership style that the community is looking for. My resume will exhibit many of the characteristics outlined in the ideal candidate. I am an accomplished, award-winning local government professional passionate about public service. My experience at all levels and forms of government within the Commonwealth, community engagement, and municipal finance acumen make me a unique candidate with the experience, knowledge, communication skills, and creativity necessary to meet this position's unique opportunities and challenges.

I have served in large organizations such as Brookline and Cambridge, and smaller communities like Norfolk. I have worked for almost every form of government within the Commonwealth, and most importantly, I have worked in a community with a Manager-Council form of government. In my work experience, I know firsthand the importance of a positive relationship between staff, elected officials, and the community. I have a track record of success in every position I have held because of my strong work ethic, collaborative leadership style, interpersonal skills, transparency, and passion for public service. I have garnered national recognition for innovative community-focused programs I have run, such as the Participatory Budgeting program or the City of Cambridge's inaugural minibond process that garnered the 2017 Non-Traditional Deal of the Year award by The Bond Buyer. I have received exceptional budgetary performance and municipal finance awards. The awards include Special Performance Measures Recognition by the Government Finance Officers Association (GFOA), which resulted in the City being the only municipality within the Commonwealth of Massachusetts to receive that distinction. I have also received the GFOA Goldberg-Miller Public Finance Award. Finally, in 2022, I was recognized by the ICMA at the Manager's Annual Conference with a Performance Excellence Award for Early Career Leadership, which recognizes one individual internationally whom their peers must nominate. This award recognizes an outstanding early-career local government professional who has demonstrated leadership, competency, and commitment to local government as a profession. I take pride in these distinctions because they demonstrate my commitment to excellence, willingness to innovate, and dedication to public service and the community I serve.

One of the unique perspectives and attributes that make me a desirable candidate for this position is that I bring experience operating in various forms of government, and addressing many of the projects that are on the horizon for the Town. I have experience working with a regional school system. The Town of Norfolk is exploring further regionalization regarding public safety dispatch services to save the Town millions of additional dollars. I have worked in communities with large

colleges and universities and have actively worked to enhance collaboration and increase PILOT payments to the community. I have a diverse background that I can undoubtedly utilize to add to the diversity of the team and the organization. My understanding of the Council-Manager system and the community engagement involved in a Town Meeting form of government has prepared me for this role. It will allow me to focus on hitting the ground running in Bridgewater.

Many of the opportunities and challenges listed in the position statement are issues I have contended with during my job experience. We are grappling with water and wastewater challenges in the Town of Norfolk. During my tenure, we have secured over a million dollars to explore tying into a wastewater treatment plant with the state, and we are currently working to secure several other grants to expand sewer capacity in the Town center. We have passed significant zoning to redevelop a site within the Town that has been vacant for over twenty years and is projected to provide over a million dollars in new revenue for the Town. We have balanced the need for additional revenue to alleviate taxpayers with prudent housing and economic development. We are currently working with a developer to revitalize a long-vacant Town parcel to spur mixed-use growth in the Town center. Whether it has been the construction of a new fire station, the redevelopment of the Southwood site or many other issues, collaboratively, we have been able to tackle issues that have not been able to be successfully addressed in the past. I believe I can bring that collaborative style, forward-thinking approach, and get-things-done can-do attitude to Bridgewater and collectively realize success for the community.

While I believe my resume will demonstrate that I have diverse management experience and a strong municipal finance background, my most significant attribute is that I am a people person. My communication and listening skills along with my other skills, and qualifications align with what the Town seeks in its next Town Manager. I am genuinely interested in exploring the opportunity to join the team and serve the community. I appreciate your consideration of my cover letter and resume.

Respectfully,

Justin Casanova-Davis

JUSTIN CASANOVA-DAVIS

Whitman, MA 02382 •

SUMMARY

An accomplished, award-winning local government professional passionate about public service, municipal finance, equity and inclusion, and community engagement. With extensive managerial and budgetary experience as a municipal government official and a demonstrated record of assisting municipalities with innovation, project management, financial management, and improving civic engagement.

SKILLS & ACCOMPLISHMENTS

- Recipient of the International City Manager's Association (ICMA) Performance Excellence Award for Early Career Leadership in 2022.
- Appointed to the Massachusetts Municipal Association Fiscal Policy Committee in 2023, which advises the MMA Board of Directors, staff, and MMA members on all municipal finance issues and advocates on behalf of local governments with our state partners.
- Recipient of the 2022 Outstanding Commitment to the Institute of Public Service Recognition Award (Suffolk University).
- Recipient of the 2021 Government Finance Officers Association (GFOA) Goldberg-Miller Public Finance Award.
- In collaboration with the Division of Local Services, established a new Community Compact category for diversity, equity, and inclusion initiatives.
- Led the City of Cambridge's minibond sale, which resulted in the City being nationally recognized and awarded the 2017 Non-Traditional Deal of the Year award by *The Bond Buyer*.
- Received the GFOA Distinguished Budget Award for FY18 through FY22 budgets (City of Cambridge & Town of Brookline).
- Awarded Special Performance Measures Recognition for the FY19 City of Cambridge budget. The first and only time the City has been awarded that designation & the only municipality in the Commonwealth to earn that distinction.
- Prepared and presented financial information to bond rating agency that maintained the Town of Brookline's triple-A rating.
- Provided the update to the Massachusetts Municipal Association's Finance Committee Handbook (2021 Update) – Chapter 7 Revenue and Expenditure Forecasting.
- Selected by the Massachusetts Municipal Association as one of twelve participants throughout the Commonwealth to spearhead the MassTown Careers initiative campaign to encourage municipal government service.
- Proposed an anti-recidivism project that was funded in the FY17 Massachusetts State Budget.

EDUCATION

Suffolk University, Sawyer Business School; Boston, MA
Master of Public Administration

September 2020-December 2021

Suffolk University, Moakley Center for Public Management; Boston, MA September 2019-May 2020
Suffolk Graduate Certificate in Local Government, Leadership, and Management

Boston College, College of Arts and Sciences; Chestnut Hill, MA
B.A. in Political Science; Minor in History

September 2004-August 2014

EXPERIENCE

Town of Norfolk Town Administrator's Office; Norfolk, MA

Town Administrator

September 2022-Present

- Acts as the Chief Administrative Officer in the day-to-day management of Town departments and services
- Responsible for executing the policies of the Select Board in areas of municipal management, administration, coordination, and supervision
- Responsible for the development of the annual operating and capital budgets for the Town
- Serves as the appointing authority for all Town Department Head positions
- Assisted in the successful passage of a debt exclusion for a new fire station within the Town that had previously failed to garner Town support twice and part of the project management team that has the project to be completed on time and under budget
- Successfully bargained all collective bargaining agreements for three-year extensions without the need for arbitration
- Serve as the Town's Chief Public Information Officer, have increased community engagement efforts, which include a quarterly TV show providing municipal updates, coordinated press releases, and the launch of a quarterly Town newsletter
- Responsible for the signing of a Solar Purchase Power Agreement for a solar roof and carport project, saving the Town over \$600,000
- Successfully worked to implement a community aggregation program that will save residents and businesses of the Town money on their electrical bills
- Successfully garnered over \$2.25 million in grants and earmarks for the Town
- Annually presented and helped the passage of an annual operating budget that is balanced and fiscally responsible. The latest budget passed had less than 2.5% growth for Town expenses when excluding schools or fixed costs
- Have successfully worked to increase and maintain an AA+ bond rating for the Town. The AA+ rating is the second-highest bond rating available
- In collaboration with departmental staff, prudently managed spending and implemented financial guidelines resulting in the Town having its highest free cash certification of funds in FY24
- Assisted in the successful passage of zoning changes to redevelop a site that has been vacant for over 20 years, potentially quadrupling Norfolk's industrial valuation from \$22.6M to \$84.1M and garnering over \$1M in potential new property tax revenue
- Assisted in the successful passage of the Multi-Family Zoning Requirement for MBTA Communities, making the Town eligible for various additional grants

Town of Brookline Finance Department; Brookline, MA

Finance Director/Treasurer-Collector

August 2021-September 2022

- Responsible for monitoring and directing all financial management operations for the Town of Brookline
- Responsible for the supervision of the Assessing, Comptroller, Payroll, Purchasing, and Treasurer/Collector divisions within the Town
- Developed and implemented a Diversity & Equity plan for the Finance Department, leading to increased diversity and representation of women within the department
- Coordinate and conduct the credit rating agency review for bond rating purposes and coordination of the response necessary for bond sale requirements
- Responsible for all matters pertaining to debt, including the issuance and managing of debt management records
- Responsible for the issuance and collection of tax and all other municipal bills
- Restructured Treasury-Collector's Division to enhance performance and improve job performance/satisfaction of existing employees within the Treasurer/Collector division

- Manage and invest Town funds to maximize investment income with due consideration of safety and liquidity of funds
- Establishing a new cash policy procedure for the Town to enhance cash management operations
- Member of the Brookline Public Libraries Investment Committee and the Brookline Retirement Board
- Assist the Town Administrator with the development, preparation, and monitoring of the Town's annual operating budget and the Capital Improvement Plan
- Coordinate and develop American Rescue Plan Act funding proposals and assist with the management of funds
- Implemented a professional development growth plan for staff within the Finance Department, which has led to the completion of the MMA-Suffolk Finance seminar as well as a Certified Payroll Professional accreditation, among some of the development opportunities

Town of Brookline Select Board's Office; Brookline, MA

Assistant Town Administrator

October 2018-September 2022

- Assist the Town Administrator in the day-to-day management of Town departments and services that encompass over 700 municipal employees (1,500 Town & School) and serves over 60,000 residents
- Responsible for the development, implementation, and monitoring of the Town's budget (\$365.5M in FY22) and Position Control functions
- Assist in the preparation of the Select Board agenda and participate at all Select Board meetings
- Responsible for the development of Select Board and departmental goals and objectives
- Supervise clerical staff of the Select Board office
- Implemented and project-managed the integration of new OpenGov budgeting software with existing financial systems and created a new transparency portal
- Responsible for preparing, editing, and producing the Town's Annual Report
- Assist with the preparation of annual and special town meeting combined reports
- Helped develop the Town's Public Records request-response and serve as the department's Records Access Officer
- Provide staff support to various committees and serve as a liaison to the Town's Financial Advisory Committee
- Staff liaison for developing the Town's community engagement strategy
- Managed the Town's CARES fund allocation of \$5.2M for the Town, including the School Department
- Member of the COVID/Re-Opening Taskforce tasked with establishing COVID-19 protocols, reopening, and work from home policies
- Responsible for various special projects as assigned by the Town Administrator

City of Cambridge Budget Department; Cambridge, MA

Principal Budget Analyst

November 2016-October 2018

- Developed and assisted in managing annual operating and capital budgets (\$742M in FY19)
- Produced the annual fiscal year budget manual and provided training for departmental fiscal staff
- Provided staff support for the CPA Committee that allocated over \$12M in funds for FY19 projects
- Designed and produced the City's three annual tax newsletters
- Coordinated and managed community engagement programs such as the Participatory Budgeting and minibond program, overseeing citizen volunteers, department heads, and budgetary staff support
- Served as the department's public records custodian
- Responsible for revamping and monitoring departmental performance measures

House Ways and Means Committee; Boston, MA

Budget Analyst

January 2016–October 2016

- Developed budgetary recommendations and wrote Public Safety budgetary language for the

Chairman of the House Committee on Ways and Means

- Evaluated and offered recommendations on over \$1.7 billion in state agency spending for the Executive Office of Public Safety, State Police, Department of Corrections, and Sheriff Departments
- Primarily serve as a liaison between the Committee and the agencies under Public Safety, the Senate, the House, the Administration, and various public officials
- Research and develop new policy initiatives, explore cost-savings measures and perform cost/benefit analysis on proposed legislation

VOLUNTEER EXPERIENCE

Town of Whitman Capital Committee

Committee Member

March 2021-January 2023

- Responsible for assisting with the development of the Town's Capital Improvement Program budget and other related issues and providing Town Meeting members with recommendations

Boston College; Chestnut Hill, MA

Alumni Job Shadow Mentor

2020-Present

- Serve as a mentor for undergraduate students, providing job shadowing and career development guidance

Suffolk University; Boston, MA

Center for Career Equity, Development and Success RAMP Mentor

2021-2024

- Serve as a direct one-on-one mentor for a graduate student, to provide school or career mentorship to assist with that mentee's professional development

PROFESSIONAL CERTIFICATIONS & ASSOCIATIONS

- Massachusetts Certified Public Purchasing Official (expired)
- International City/County Manager's Association (ICMA)
- ICMA Smart Communities Committee Member
- Credentialed ICMA Local Government 101 Certification
- ICMA Credential Manager Candidate (expect full designation in October 2025)
- Government Finance Officers Association (GFOA) & GFOA Budget Reviewer
- National Forum for Black Public Administrators Member
- Local Government Hispanic Network Member
- Massachusetts Municipal Association (MMA) Fiscal Policy Committee
- Massachusetts Municipal Management Association (MMMA)
- Former MMMA Diversity & Inclusion Chair
- MMMA Managers & Massachusetts Municipal Human Resources Boot Camps
- Serves on the Board of Directors for the Metacomet Emergency Communications Center
- Inducted Member of the National Society of Leadership & Success

KEITH R HICKEY

[REDACTED] Plymouth, MA 02360
Cell: [REDACTED]

January 20, 2025

Bernard Lynch, Principal
Community Paradigm Associates

RE: Bridgewater Town Manager Position

Dear Mr. Lynch:

I am excited to bring my proven leadership and strategic management expertise to the role of Bridgewater Town Manager. With a strong record of fostering transparency and collaboration in municipal government, I am eager to build on Bridgewater's successes and tackle its most pressing challenges.

As Kingston's Town Administrator, I have partnered with the Board of Selectmen, Department Heads, and residents to strengthen transparency and restore public trust. By fostering open communication and leading collaborative initiatives, I have successfully enhanced governance and driven positive change in the community.

My leadership approach rooted in an open-door policy and proactive community engagement aligns closely with the qualities Bridgewater seeks in its next Town Manager. I am committed to earning the trust of residents and elected officials through active participation in town affairs and a steadfast commitment to integrity.

Bridgewater's challenges, including expanding municipal water capacity and revitalizing underutilized areas, mirror those I have tackled in Kingston. I have worked to develop strategies to expand our water infrastructure to support growth, led revitalization efforts to attract new businesses, and collaborated with private stakeholders to enhance our commercial tax base. These experiences have equipped me to help address Bridgewater's priorities with strategic and innovative solutions.

Enclosed is my resume, which outlines my qualifications in greater detail. I would welcome the opportunity to discuss how my experience and leadership can support Bridgewater's continued growth and success. Please feel free to contact me at your earliest convenience to schedule a conversation. Thank you for considering my application. I look forward to the possibility of serving Bridgewater as its Town Manager.

Sincerely,


Keith R. Hickey

KEITH R HICKEY

 Plymouth, MA 02360


Professional Experience

Town of Kingston

February 2021 to Present

Town Administrator

Kingston, Massachusetts

- Kingston is a community with nearly 14,000 residents with a Board of Selectmen/Town Administrator form of government located in Plymouth County. The FY25 operating budget is \$61,000,000 including education employing 250 full time positions represented by six bargaining units.
- As Town Administrator I am responsible for developing the annual budget, Capital Improvement Plan and act as lead negotiator in collective bargaining.
- Kingston was determined to be a Commuter Rail Community as it is home to an MBTA station, is in compliance with state housing and zoning targets under the MBTA Communities Act.

Town of Winchendon

December 2015 to February 2021

Town Manager

Winchendon, Massachusetts

- Winchendon is a community of just over 10,000 residents that operates under a Board of Selectmen/Town Manager form of government with an open Town Meeting.
- The Town Manager serves as the Chief Operating Officer for the community and is responsible ensuring all municipal operations carried out consistent with state law and Board policies.
- As Town Manager I was responsible for developing the annual budget, Capital Improvement Plan and act as lead negotiator for collective bargaining with the Town's four bargaining units.
- Prior to my arrival in Winchendon, a deficit of \$3.5 million was discovered. The Commonwealth allowed the Town to finance the deficit over a ten year period. Working with representatives from the Commonwealth, the Board of Selectmen, Finance Committee and Department Heads, the entire deficit note was repaid in Fiscal 2019, five years early. This was accomplished by recommending new financial policies to the Selectmen and better day to day financial oversight.

Town of Salem

March 2011 to December 2015

Town Manager

Salem, New Hampshire

- Salem is a community with 29,000 residents with a Board of Selectmen/Town Manager form of government located in southern New Hampshire along the Massachusetts border. Salem employed 250 full time positions represented by five bargaining units.
- Responsibilities include serving as the Chief Executive Officer implementing policies established by the Board of Selectmen. As Town Manager, I was responsible for developing the annual municipal budget, Capital Improvement Plan and representing the Town as its chief labor negotiator.
- Oversaw a Ten Year Road Reconstruction Program with the Town Engineer that includes road reconstruction, repaving, replacing water infrastructure and red listed bridges. The annual appropriation for this work averaged \$5.0 million.

Town of Merrimack

November 2006 to March 2011

Town Manager

Merrimack, New Hampshire

- The Town of Merrimack is a full-service, Town Council/Town Manager municipality of 28,000 located in Southern New Hampshire. Merrimack employs 250 full and part time employees and negotiated with six bargaining units.
- Responsibilities include serving as Chief Executive Officer coordinating and managing all municipal affairs as well as implementing Town Council policies.
- The Town Manager is responsible for the preparation of the annual municipal operating budget, Capital Improvement Plan as well as periodic operational and financial reports to Town Council.
- Played an intricate role in the approval and development of a 560,000 square foot Merrimack Premium Outlet development.

Town of Bedford

July 2000 to November 2006

Town Manager

Bedford, New Hampshire

- The Town of Bedford is a Town Council/Town Manager municipality of 22,000 located in Southern New Hampshire, employing 175 full and part time employees and negotiates with three bargaining units.
- Responsibilities included serving as Chief Executive Officer, coordinated and managed all municipal affairs as well implemented Town Council policies.
- As Town Manager, I was responsible for the preparation of the annual municipal operating budget, Capital Improvement Plan and present periodic operational and financial reports to Town Council.
- Was a voting member of the Bedford Planning Board.

Town of Bedford

November 1996 to July 2000

Director of Finance

Bedford, New Hampshire

- Provided administrative direction and coordination for all financial and personnel activities of the Town including day-to-day financial administration, accounting, tax collection, treasury, debt and cash management, purchasing, budget preparation and management, and internal auditing.
- Responsible for all Personnel functions including the development and supervision of the Comprehensive Employee Pay Plan.
- Served as member of Town negotiating team on union contracts.
- Provide timely reports to the Town Manager and Town Council regarding financial matters, and all administrative support functions.
- Worked with the Town Manager and Department Heads in the preparation and implementation of the annual Town budget.

City of Portsmouth

December 1994 to November 1996

City Auditor/Controller

Portsmouth, New Hampshire

- Responsible for ensuring all City financial procedures were followed properly, recommended new or revised procedures and implementation of the changes.
- Completed departmental operational audits to ensure accuracy and efficiency, and to suggest and implement any revisions to the current procedures.
- Prepared all financial records and documentation needed for the completion of the annual audit by outside auditors.

Education

Southern New Hampshire University
Masters of Business Administration

Franklin Pierce College
Bachelor of Science: Accounting and Business Management

Professional Affiliations

International City/County Management Association (ICMA) Credentialed Manager
International City/County Management Association
Former Member of the New Hampshire Retirement System Board of Trustees
Former Member of the New Hampshire Municipal Association Board of Directors

References

Available upon request